

Waukesha County Cooperation Council
Meeting Minutes
July 25, 2016

Opening

The regular meeting of the Waukesha County Cooperation Council was called to order at 4:01pm on July 25, 2016 in the Offenbach Room #355 of the Waukesha County Courthouse by Chairman Shawn Reilly.

Present

Cities: Shawn Reilly, Waukesha; Kevin Lahner, Waukesha; Steven Ponto, Brookfield; Michele DeYoe, Delafield; Kathy Chiaverotti, Muskego; David Nold, Oconomowoc; Kevin Bierce, Pewaukee; Scott Klein, Pewaukee;

Towns: Buck Houston, Genesee; Doug Brahm, Lisbon;

Villages: Robert Douglas, Chenequa; Neil Palmer, Elm Grove; David Cox, Hartland; David Lamerand, Hartland; Tim Clark, Lac La Belle; David Nagler, Village of Lannon; Mark Fitzgerald, Menomonee Falls; Fred Winchowky, Mukwonago; Gary Nickerson, North Prairie; Jeffrey Knutson, Pewaukee; Richard Wentland, Summit; Jeremy Smith, Sussex;

Other: Dale Shaver, Waukesha County; Suzanne Kelley, Waukesha County Business Alliance; Gary Bell, Waukesha County; Allison Bussler, Waukesha County; Kristin Bendlin, Waukesha County.

Not Present

City of: New Berlin; Towns of: Brookfield, Delafield, Merton, Mukwonago, Oconomowoc, Ottawa, Vernon Waukesha; Villages of: Big Bend, Butler, Eagle, Merton, Nashotah, Oconomowoc Lake, Wales or Waukesha.

Approval of Minutes

A motion to approve the minutes from the April 25, 2016 meeting was made by Jeffrey Knutson, seconded by Buck Houston. No discussion. Motion carried unanimously.

Agenda

Economic Development Organization Update: ([Appendix A](#)) - Waukesha County Executive Paul Farrow explained that the former economic development organization was not as successful as it should have been. The past nine month preparation for developing this new economic

development organization included looking at “ring” counties to evaluate what they had done and what had worked well for them. Suzanne Kelley, President of the Waukesha County Business Alliance provided a background on setting up the economic development organization. The WCBA, W-O-W Workforce Development group, and the County Executive’s office worked to survey over 1,000 businesses in Waukesha County. Key findings showed strong business growth in Waukesha County, 84% planned to expand their workforce, 82% planned a physical expansion/remodel. The study also found that local businesses value infrastructure, low taxes, skilled workforce, financing options and workforce development/training programs.

Dale Shaver, Director of Parks and Land Use for Waukesha County, explained how the strategy for the EDO’s development was established by bringing 35, primarily business-oriented individuals together to develop this economic development strategy where they determined that businesses are looking for a one-stop shop. Businesses are looking for an entity that can assist with financing, with location assistance if they are looking to expand/relocate—they want be routed to a municipality through the EDO. Businesses are looking for gap financing and workforce development assistance.

The current EDO has been signed and already has five projects in the work. The entity is currently being set up, and is trying to function as a central point of contact, despite still undergoing organizational development. They are actively applying for the 501c3 designation, they are hoping to have that credential by late summer early fall. There will be an executive director, a business outreach specialist as well as a board of directors. The WCBA will be co-located with the EDO and will provide certain services to the EDO. WCBA may offer marketing, back-room staffing and additional support services and hope to avoid pitfalls from the prior economic development organizations. Regarding the PACE program: private investment in companies that are looking to expand or remodel for energy efficiency purposes. We currently are looking at the way the law was created because the credits are considered a “special charge” or “special assessment” that would leave the county “on the hook” for any delinquencies in the loan which can affect the organization negatively.

County Executive Farrow wants all municipalities to be able to get involved with this EDO, which can mean financially contributing. At this point, they are working on a matrix of how much financial contribution each municipality could make, we are looking at a founders-type of program too, so it can be a public and private entity. The County will also be putting forth the money to the EDO for the next five years but elected officials will be *ex officio* on the board of directors and no elected official will have a voting capability. The County and EDO will be evaluating infrastructure within the county to evaluate how it affects the EDO capabilities and will provide an update and we are also working with an outside entity to do a study and evaluation.

Department of Emergency Preparedness: *Fire Study Update* ([Appendix B](#)) – Gary Bell, Director of Emergency Preparedness, gave an update on the Fire and EMS Study. Fitch & Associates will be the company that will doing the study for the county and municipalities. The next phase of the process starts today. There was an email that came through from Steve Knight with an attachment that is looking at data gathering techniques and needs with a 2-4 week window in the GIS system to get fire service data. Data will be aggregated and will establish a timeline to come back and have individual conversations with fire chiefs and municipal leaders. Information should start to come out in the winter months. The county website will be updated regularly to keep everyone up-to-date. We are looking to keep everyone involved. Fitch & Associates will try to function as an information conduit and the relationship builder. The information regarding the fire study started rocky. A municipality in Oregon has reached out to us because they found that our methodology has been the most detailed. The cost we initially projected as also ended up being a lower; Norm Cummings in the Department of Administration is looking to see if we can get more money into the budget for this project to bring more municipalities into this study. Mayor Ponto questioned the implementation of a pre-alert system. Some municipalities are not meeting the national expectations and a pre-alert implementation will help get those dispatch times up to par with the national standards. Gary Bell indicated that Waukesha County is currently looking at Dane County who has been making good strides, but also is not quite at national standards yet either. We need to identify if our computer system can handle the pre-alert system. We are in the fact-finding portion of this process. It is feasible that the pre-alert system could be implemented this year yet. We can make no promises and have no timelines, but it is possible if our current system can handle the pre-alert system, we may be able to meet the national standards.

Department of Public Works: *Infrastructure Update* – Allison Bussler, Director of Public Works provided an updated on Waukesha County's infrastructure plans. Waukesha County's construction plan is based on data and traffic/accident long-range studies. The Capital plan is based on multiple types of data. The plans are balanced with building projects as well, looking toward the future, the courthouse will be a large part of the budget. Moorland Road is taking a significant portion of the budget. DPW relies on Federal funds and Moorland Road works well in the Federal formula. That may be why smaller roads within municipalities may not be getting funding. Waukesha bypass project is getting quite a bit of attention right now, it is a very complicated and difficult project. Safety projects, specifically intersections, are also something that DPW is working very diligently and aggressively on at this point in time as well. There may be changes in funding in the next few years, the County relies on Federal funds. We were all denied Federal Bridge Funding within the County. The "Fast Act" recently passed, which does include some plans for increases in spending, but there are no details yet. At the state-level, there are general transportation aides (reimbursements) which are dropping and continue to drop. Governor released a letter indicating that the state will be tightening belts a bit. Just Fix-It Campaign: County Executive Farrow has given a speech and written an editorial. There will be no new tax, there is an opportunity (if the legislature was strong enough) could

divert funds from used cars/new cars. The concern with diverting funds in that manner would be an issue with the evaluation of the GPR. Senator Strobel is currently working on this issue. We are working with flexibilities under the levy cap and how it can be structured to work with the system that we currently have.

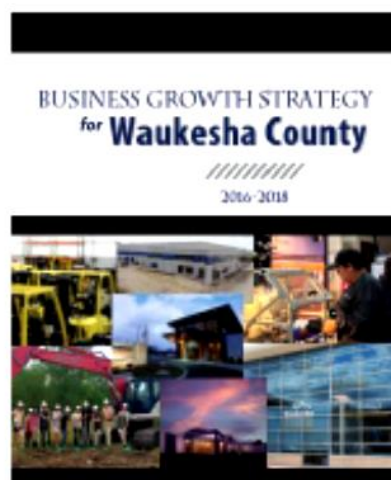
Future Topics for Discussion. Liquor Licenses and new legislation regarding Class A liquor licensure bringing in the legislature. Transportation discussions.

Adjournment

Meeting was adjourned at 5:08pm by Chairman Shawn Reilly. The next general meeting will be at 4:00pm on October 24th, 2016, in the County Board Room AC350 of the Waukesha County Courthouse.



Business Growth Strategy For Waukesha County 2016 – 2018



In 2015, Waukesha County Executive Paul Farrow called for the creation of an Economic Development Strategy Workgroup, comprised of representatives from businesses, business and workforce development organizations, education and governmental units. The Workgroup produced the Business Growth Strategy for Waukesha County around the key objectives of:

Strategic Outcome 1: A central point of contact for businesses looking to expand in or relocate to Waukesha County.

Strategic Outcome 2: A business outreach strategy to identify the needs of businesses seeking to expand in or relocate to Waukesha County.

Strategic Outcome 3: A strategy to identify Waukesha County business workforce needs and connect to available workforce development resources.

Strategic Outcome 4: A strategy to develop a collaborative fund to increase financial tools to businesses in Waukesha County and sustain the Economic Development Organization.

What have we heard from Waukesha County businesses?

- 84% of businesses plan to expand workforce in next 3 years
- 72% of businesses plan to physically expand / remodel in the next 3 years
- Business values infrastructure – 88% rated streets and highways as important
- Waukesha County businesses want:
 - Low tax environment
 - Pipeline of highly skilled workers
 - Access to a variety of financing options
 - Training assistance and workforce development programs

What's Next?

Waukesha County will release a request for proposals by February 17th, seeking an economic development organization to implement elements of the Strategy. A new economic development organization is anticipated to be under contract by April 20, 2016.

Want additional information?

www.waukeshacounty.gov/businessgrowthstrategy/





WAUKESHA COUNTY BUSINESS SURVEY EXECUTIVE SUMMARY

SEPTEMBER 25, 2015

About the survey:

The Waukesha County Business Survey was conducted in cooperation with Waukesha County Executive Paul Farrow, the Waukesha County Business Alliance, and the Waukesha-Ozaukee-Washington (WOW) Workforce Development Board.

The data contained in this executive summary was obtained by surveying Waukesha County employers during two weeks of August 2015. A total of 335 businesses responded to the survey, representing a near 20 percent response rate. Respondents included representatives from each of Waukesha County's 37 municipalities, a wide range of business sectors, and companies sized from the self-employed to operations with more than 1,000 employees.

The survey touched on topics in seven key areas:

1. Workforce Development
2. Physical Specifications and Future Plans
3. Transportation - Transit and Road/Highways, Airport
4. Financial and Business start-up assistance
5. Permitting and Licensing
6. Workforce Housing
7. Economic Visioning

What did we find out?

- More than two-thirds of Waukesha County businesses are Stage 1 businesses (2-9 employees) or Stage 2 businesses (10-99 employees).
- Strong job growth will continue: 84 percent indicated they plan to expand their workforce in the next three years
 - 48 percent project to hire between one and nine employees
 - 20 percent plan to hire 10 to 19 employees
 - 19 percent project to hire 20 to 49 employees
 - 9 percent plan to hire 50 to 99 employees
 - 1 percent plan to hire 100 to 249 employees
 - 4 percent project to hire 250 employees or more

WAUKESHA COUNTY BUSINESS SURVEY EXECUTIVE SUMMARY, CONT.

- 72 percent of respondents indicated they plan to expand/remodel their physical business in the next three years

Challenges:

- A majority of respondents across nearly every sector indicated a difficulty attracting/retaining employees.
- Staff recruitment issues include a lack of qualified applicants (77 percent) and difficulty finding workers that fit their business culture (61 percent).
- Businesses identified the major primary challenges to starting and growing their business as a skilled workforce (72 percent) and access to capital (39 percent)
- Businesses value infrastructure – 88 percent rated local streets and highways as either important or very important.
- A little over one-third of respondents (36 percent) believe that transit is an important issue.
- More than one quarter of respondents (29 percent), indicated they are struggling to identify financial resources. A total of 39 percent of business respondents said access to capital was a major roadblock to growth.

What do businesses need to help them grow?

According to the survey, in order to grow, Waukesha County businesses want a low tax environment (among the Top 5 most important factors in retaining a business), a pipeline of highly skilled workers, and access to a variety of financing options, such as SBA loans and grants, training assistance and funding for apprenticeships and workforce development programs.

What's next?

Waukesha County is considering creating a new economic development organization (EDO) early in 2016, to help support and grow existing county businesses and assist companies considering relocation to Waukesha County. The survey data will be used to drive the strategy for the new organization and will complement research being conducted to determine options for the entity's structure and financing.

A new EDO could enhance Waukesha County businesses' ability to grow by making connections between businesses in need and the tools available to help. The organization could also provide access to financial resources and other assistance and work closely with existing organizations like WOW in supporting workforce training and workforce development needs.

Full survey results available at www.waukesha.org/pages/EconomicDevelopmentSurveyResults1



18 July 2016

Via Electronic Mail: GBell@waukeshacounty.gov

Gary Bell
Director of Emergency Preparedness
1621 Woodburn Road
Waukesha, WI 53188

Dear Director Bell,

I wanted to provide you with a project update and timeline moving forward.

Summary of Stakeholder Input

Senior Partner Guillermo Fuentes and I, conducted a brief introductory kick off meeting where we had the opportunity to meet with several of the municipal leaders, the County Executive, several fire chiefs, and the dispatch center. The intent of this first meeting was to have an opportunity to introduce ourselves and meet with some of the key stakeholders so that we could have a better understanding and appreciation for the various perspectives and expectations for this engagement.

Overall, there were several common threads that were evidenced. From a broad perspective, a bullet list of commonality in positions or expectations are provided below:

- Belief in the reduction of duplication of services and potential enhancements through additional shared services
 - Operations
 - Capital
 - Training
 - Fleet Services
 - Administration
- Regionalization
- Long-term Sustainability
- Capitated Revenues
- Staffing
- Volunteer and Paid/Call Recruitment and Retention
- Shared Employee Pools

The concept of full, organizational level consolidation is not universally accepted across the agencies. From a process perspective, it is too early in the project to have any meaningful dialogue on the subject, but two “truths” were evident. First, is that the concept of all of the participating agencies consolidating is not an expectation of the participants. Second, is that the County is not desirous of assuming or inheriting the provider role for fire services but remains open to considering recommendations from this study.



Next Steps

The following are the next steps in the process (anticipated to take 2 to 4 weeks for agencies to complete):

- Each of the fire department agencies will receive an Information Data Request (IDR) from FITCH on or before July 25, 2016.
- A request will be made for all of the EMS and Fire Response data from the Computer Aided Dispatch (CAD) system on or before July 25, 2016.
- A request for the Geographic Information System (GIS) data will be made on or before July 25, 2016.

Subsequent to the requested data being received by FITCH, on-site visits will be scheduled to visit each of the agencies and all of the fire stations to conduct structured interviews, direct observations, and validate submitted data to ensure common understanding.

In addition, make-up stakeholder meetings will be scheduled with elected officials and municipal administrators that were unable to meet during the first on-site visit. Each of the fire chiefs will be met with as previously indicated.

Please don't hesitate to contact me if you have any questions.

Sincerely,

Steve

Steven Knight, PhD
Senior Associate
Fitch & Associates

